

Town Gown Report

2017



Lesley
UNIVERSITY

LESLEY UNIVERSITY

**Town Gown
Report**

2017

Prepared for the **City of Cambridge**
Submitted by the **Lesley University**
Office of Campus Planning and Operations

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Existing Conditions

Faculty & Staff

The following headcount and full-time equivalent (FTE) figures for Cambridge-based faculty include all faculty and staff members as well as adjunct faculty. Adjunct faculty typically teach on campus one day or night per week.

Cambridge Based Staff

	2013	2014	2015	2016	2017	2027 (projected)
Head Count	371	380	383	371	378	400
FTE	355	365	368	358	366	386

Cambridge Based Faculty

Head Count	189	184	179	175	165	200
FTE	176	169	164	165	155	183

Cambridge Residents Employed at Cambridge Facilities

Head Count	63	66	62	58	57	70
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Adjuncts

Head Count			331	456	447	425
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Student Body

The following are Cambridge-based student body figures for the academic years (July 1 to June 30) 2013 through 2017. At this time, Lesley University does not conduct 10-year enrollment projections. Therefore, requested 2027 projections are based on 3% annual growth in degree students and a slight increase in non-degree students. Future projections will be based on the results of strategic planning now underway.

Undergraduate Students

	2013	2014	2015	2016	2017	2027 (projected)
Day	1,515	1,471	1,382	1,441	1,521	2,044
Evening	355	335	304	267	279	375
Full Time	1,441	1,455	1,367	1,427	1,548	2,080
Part Time	429	351	319	281	252	339
Total	1,870	1,806	1,686	1,708	1,800	2,419

Graduate Students

Day	0	0	0	0	0	0
Evening	2,701	2,362	2,472	2,232	2,144	2,881
Full Time	1,321	1,057	1,269	942	855	1,149
Part Time	1,380	1,305	1,203	1,290	1,289	1,732
Total	2,701	2,362	2,472	2,232	2,144	2,881

Non-Degree Students

Day	1,476	1,811	1,987	1,576	1,688	1,800
Evening	912	936	668	809	842	900
Total	2,388	2,747	2,655	2,385	2,530	2,700

Total Students

Total	6,959	6,915	6,813	6,325	6,474	8,000
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Student Residences

The following are Cambridge student residence figures for the academic years 2013 through 2017. Lesley University plans to expand its international student base over the next several years. We are beginning to explore options to increase beds to accommodate this student growth. As such, projected figures reflect current bed capacity plus an additional 100 beds.

Student figures are comprised of residence halls located on our Doble and Brattle Campuses and approximately 40 students in the Threshold Program, a residential program for young adults with cognitive and learning disabilities, living on Oxford Street. A significant portion of graduate students with Cambridge addresses are permanent Cambridge residents and may have vehicles garaged in Cambridge. However, Lesley does not track this information. Undergraduates living on campus are not allowed to bring cars to campus.

For the purposes of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are unaffiliated with the institution.

Lesley has historically had a large number of permanent Cambridge residents and Cambridge Public School employees enrolled in Graduate programs.

Undergraduate Students Residing in Cambridge

	2013	2014	2015	2016	2017	2027 (projected)
In Dormitories	842	828	853	873	867	989
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	91	94	80	64	63	100

Graduate Students Residing in Cambridge

In Dormitories	0	14	13	0	0	0
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	178	153	144	151	166	166

Facilities & Land Owned

The following are Cambridge-based facilities figures for the years 2013 through 2017.

Acres

	2013	2014	2015	2016	2017	2027 (projected)
Tax Exempt	13.64	13.64	13.64	13.64	13.64	13.64
Taxable	2.43	2.43	2.36	2.36	2.36	2.36
Number of Buildings	59	59	58	58	58	58

Dormitories

Number of Buildings	22	22	22	22	22	22
Number of Beds	890	890	890	889	889	989

Size of Buildings

Institutional/Academic	496,340	496,340	550,225	550,225	550,225	550,225*
Student Activities/Athletic	26,030	26,030	26,030	26,030	26,030	26,030
Dormitory/Nontaxable Residential	244,659	244,659	244,659	244,659	244,659	244,659
Commercial	101,316	101,316	101,316	101,316	101,316	101,316
Taxable Residential	76,163	76,163	72,513	72,513	72,513	72,513
Total	943,793	943,793	994,743	994,743	994,743	994,743

* Number will increase if Lesley acquires EDS buildings

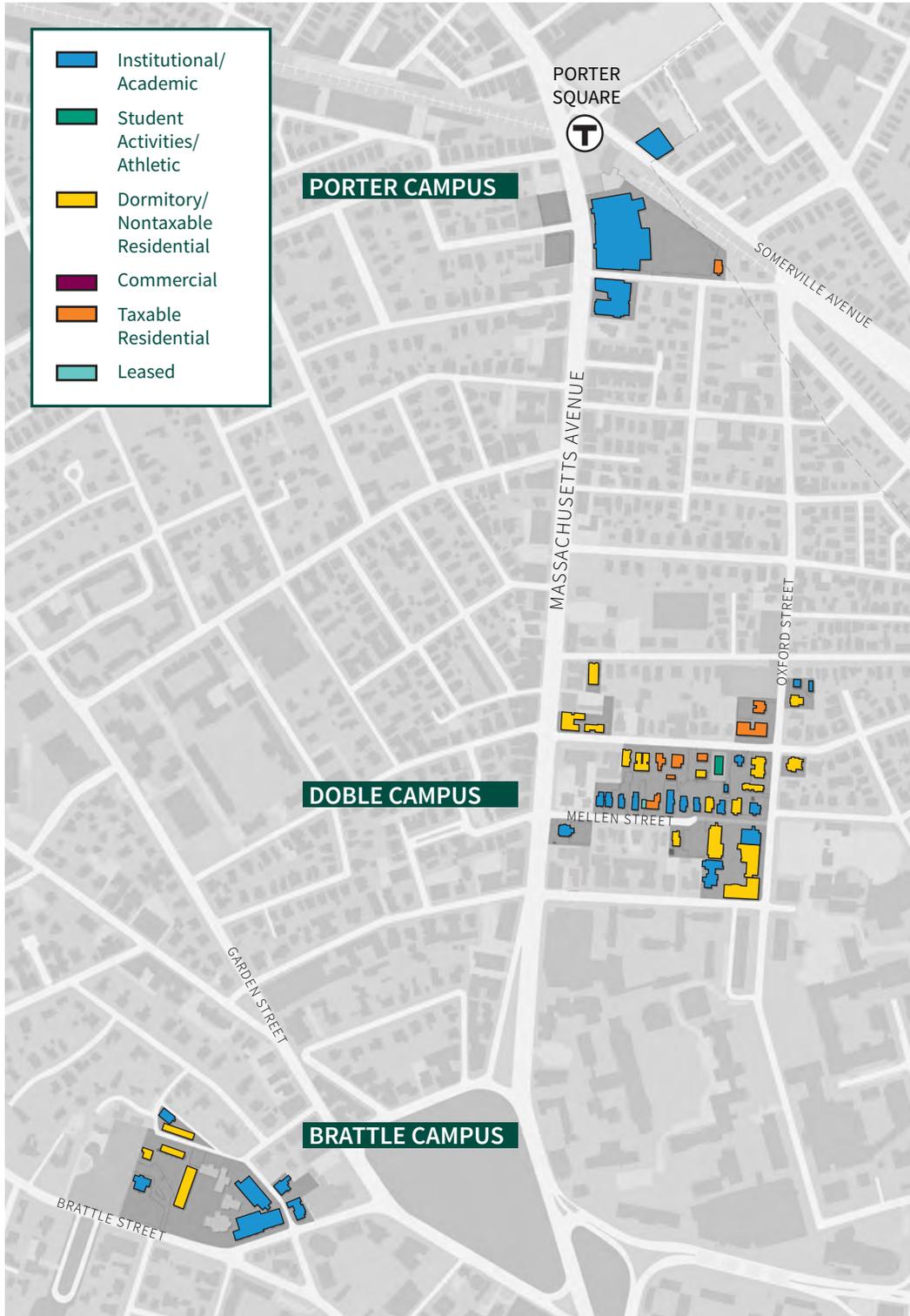
Number of Non-Dormitory Housing Units

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	81	81	74	74	74	74

Number of Non-Dormitory Housing Buildings

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	10	10	9	9	9	9

Real Estate Owned and Leased by Lesley University



LESLEY'S PROPERTY AND BUILDINGS ARE ILLUSTRATED BY PRIMARY USE. SEVERAL BUILDINGS ARE MIXED USE. MOST NOTABLY, UNIVERSITY HALL, LOCATED AT 1815 MASSACHUSETTS AVENUE, CONTAINS GROUND FLOOR RETAIL WITH ACADEMIC SPACE ABOVE.

Parking

Lesley University maintains 573 parking spaces in Cambridge, as detailed below.

Students (resident & commuter)	20
Faculty, Staff & Visitors	286
Commercial and Residential Tenants	267
Total	573

Property Transfers

Lesley University has not purchased or sold any Cambridge properties since filing its previous Town Gown Report. The University is considering acquiring additional property from the Episcopal Divinity School, please see “Future Plans” narrative.

Real Estate Leased

The University currently leases the residence located at 15 Mellen Street. In addition, the University has a lease relationship with the Buckingham, Browne and Nichols School (BB&N) for use of athletic facilities through May 2018. The University is actively pursuing alternative arrangements for its athletics program.

Payments to the City of Cambridge

	FY 13	FY 14	FY 15	FY 16	FY 17
Real Estate Taxes Paid	\$621,937	\$632,768	\$699,372	\$699,754	\$639,783
Payment in Lieu of Taxes	—	—	—	—	—
Water & Sewer Fees Paid	\$309,374	\$348,047	\$367,012	\$373,267	\$414,076
Other Fees & Permits Paid	\$189,914	\$620,892	\$210,986	\$93,774	\$125,126
Total Payments	\$1,121,225	\$1,601,707	\$1,277,370	\$1,166,795	\$1,178,985

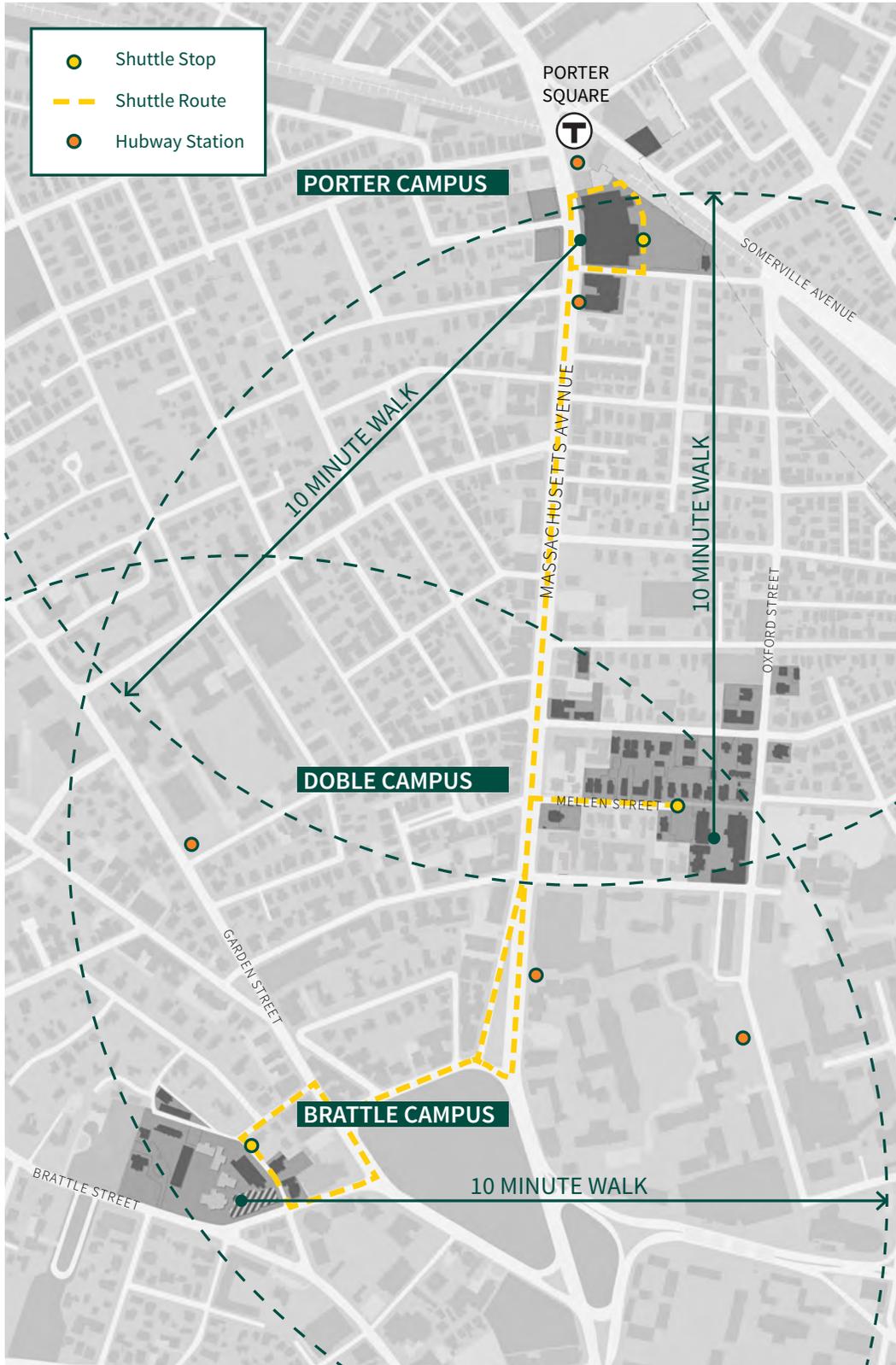
Institutional Shuttle Information

Lesley University provides a shuttle service during the Spring and Fall semesters when classes are in session. Shuttle service consists of two 15 passenger vans on continuous loops between the University’s three Cambridge campuses (Doble, Porter and Brattle) Monday thru Friday starting at 7:10 AM and ending at 11:25 PM. In addition, a weekend shuttle van operates from 10:00 AM to 10:20 PM. Last year, approximately 414 people used the shuttle service on a daily basis, an increase of 12% over the previous year’s figure.

The Lesley shuttle stops are:

- Doble Campus, at the Mellen Street turnaround (approximately 30 Mellen St.)
- Porter Campus, behind University Hall, 1815 Massachusetts Avenue
- Brattle Campus, at the corner of Hastings and Phillips Streets

Lesley University Shuttle Routes



LESLEY'S TRI-CAMPUS STRUCTURE IS ONLY MINUTES APART BY FOOT AND IS READILY SERVED BY SEVERAL NEARBY TRANSPORTATION OPTIONS, INCLUDING MBTA AND HUBWAY STATIONS.

Institutional Shuttle Information (Spring/Fall 2016)

Route Name	Vehicle Type & Capacity	Frequency of Operation	Hours of Operation	
			Weekday	Weekend
Shuttle Van 1	15 Passenger Van	10 minutes	7:10 AM - 7:50 PM	
Shuttle Van 2	15 Passenger Van	10 minutes	7:45 AM - 11:25 PM	
Shuttle Van Weekend	15 Passenger Van	2 hours		10:00 AM - 10:20 PM Saturday & Sunday

Future Plans

Planning Context

This fall, Lesley launched a strategic planning process with a series of university-wide meetings to solicit input. Currently, the focus of this work is envisioning the University in 2030 and how Lesley might best meet the needs of its future students. The entire strategic planning process will continue through December 2018. New goals will be established to meet projected needs. Once these goals are envisioned, various strategy and implementation plans will be developed, including a new campus plan.

The current Strategic Plan and accompanying implementation plans, with their extension, cover through 2018. The existing plan incorporates facilities as a means to reach goals that include:

- 1. Focus on quality and value:** Providing outstanding academic programs, inspiring experiential learning opportunities and engaging co-curricular programs and activities.
- 2. Increase enrollment and strengthen diversity:** Striving for steady enrollment growth through our degree programs, innovative collaboration with transfer institutions and international partnerships while intentionally increasing the cultural and economic diversity of the student body.
- 3. Support student success:** Coordinating the necessary resources for all students to thrive, leading to exemplary retention and graduation rates for each undergraduate and graduate degree program.
- 4. Advance research, scholarship and professional development:** Increasing support for faculty research, scholarship and creative activity that enhances faculty contributions to their disciplines and classrooms, enriches student learning and contributes to the common good.
- 5. Develop a nexus for the arts in Cambridge:** Extending the power of the arts throughout the University, PreK-12 education and the community by building the Lunder Arts Center as the center of a Porter Square Arts District that encourages and supports community-wide creativity.

6. Reach beyond our borders: Expanding efforts to recruit international students, develop new partnerships with international students (while supporting existing ones) and supporting existing and creating new international scholarly exchanges for faculty and staff.

Over the past year, Lesley has made important progress. We have staffed a new Office of Multicultural Affairs and Student Inclusion and rolled out the President's Committee for Inclusive Excellence. Lesley remains committed to maintaining the university's mission of working to effect change and support social justice on campus, in Cambridge and across the globe.

An updated campus plan is expected within a year of the completion of the new strategic plan and will express the physical needs identified or inferred from it. At this time, there are limited building and renovation projects, the most significant being the retail space under renovation at University Hall. Despite this time of transition, or perhaps because of it, planning continues vigorously. It has been a time of assessment as there are important issues to evaluate and resolve, such as:

1. Athletics and Recreation Space
2. Brattle Campus Disposition
3. Deferred Maintenance

Athletics and Recreation Space

Eight of Lesley University's NCAA Division III athletic teams continue to use fields, courts and facilities at Buckingham Brown & Nichols (BB&N) School, the local private high school on Gerry's Landing Road. Baseball and softball teams practice and play on fields in Northborough, MA and at Somerville's Trum Field respectively while men's and women's cross-country teams, because of the nature of the sport, travel to various locales around New England to compete. However, increased varsity athletics participation has prompted Lesley administrators to look for suitable long-term alternatives in Cambridge or surrounding towns.

Lesley and BB&N have extended contracts for the use of facilities through summer of 2018. At this time, it appears that a resolution to these space needs will be outside of Cambridge, given the lack of available space.

Brattle Campus Disposition

Since 2008, Lesley University has shared with the Episcopal Divinity School (EDS) the 4.4 acre campus located at 99 Brattle Street in the Old Cambridge Historic District. Commonly referred to as the Brattle Campus, this site contains 12 buildings, of which Lesley owns 7 and co-owns one, Sherrill Library (89 Brattle Street). EDS and Lesley co-own the grounds.

EDS ceased degree conferral in June 2017, entering into an affiliation with Union Theological Seminary in New York. EDS plans to sell its property in Cambridge and buy a floor of a new building at Union to continue its mission of training Episcopal clergy.

Lesley has right of first offer on the four EDS buildings on the campus (Reed Hall, Burnham Hall, Wright Hall and the Chapel) and the half-share of Sherrill Library. In addition, Lesley has right of first offer on the Deanery, located just outside of the Brattle Campus on the adjacent 4 Berkeley Street parcel. Lesley has no rights concerning the sale of EDS property along the St. John's Road spur, which resides to the west of the Brattle Campus.

Lesley has conducted due diligence studies on the condition of each of EDS's buildings. The University plans to exercise its right of first offer and hopes to purchase the EDS buildings in the Brattle Campus condominium. Lesley anticipates that EDS will finalize its decisions prior to July 1, 2018.

Deferred Maintenance

The University plans to conduct a new facilities condition assessment. As our buildings age, we seek to prioritize projects that contribute to their continued use, sustainability, safety and longevity.

Sustainability

Lesley's commitment to sustainability permeates all facilities and infrastructure work the University conducts. All new construction is designed to meet a minimum of LEED Silver standards and every renovation is viewed as an opportunity to improve energy efficiency. The most recent building, the Lunder Arts Center, received LEED Gold status. The University has made significant strides in reducing fuel and energy demands in existing buildings, through such initiatives as large lighting retrofits, providing digital controls for heating and cooling by zone, and substantially increasing the volume of recycled and compostable materials throughout our campuses.

Waste Diversion

Lesley's recycling rate decreased as a result of changes in compost policies. No longer do compost sites accept compostable tableware in Lesley's geographic region. While this condition may change in the future, it represents a considerable diversion from composting to waste now, which the University would like to reverse.

Overall, Lesley continues to make progress in reducing total waste through its food waste reduction and food recovery initiatives. Total waste has decreased by approximately a third since piloting these innovative initiatives. These efforts were recognized by the federal Environmental Protection Agency, as the University was among those awarded a Regional Food Recovery Achievement Certificate for the second year in a row. Through a partnership with Food For Free, a non-profit organization located in Cambridge, fresh food from Lesley's dining halls and snack bars that might otherwise go to waste is distributed within the local emergency food system where it can reach those in need.

Despite reducing the amount of food composted at its source, which would otherwise inflate recycling figures, the University continues to achieve significant overall rates. Last year, Lesley recycled 43% of all waste, which includes compost. The University's recycling goal is 50%.

Compost

Since we first began tracking and evaluating its recycling efforts in 2009, Lesley has increased annual composting tonnage from 20 tons to nearly 200 tons. Lesley continues to make waste diversion a priority with a strong emphasis on composting. Compost programs, were initiated in dormitories and offices in 2016 and are beginning to expand beyond their first offerings.

Recycling

Recycling at Lesley is single-stream, meaning that all recyclable items go into the same receptacle. Recycling can be found throughout each of the campuses. Also, Lesley works to recycle items not included in its normal operations. Printer toner cartridges, batteries and electronic waste are collected and recycled biannually. Also, as part of a "Sustainable Cleanout," Lesley donates mattresses, refrigerators, and furniture from dormitories, offices and classrooms on a yearly basis.

For more information on Lesley's recycling efforts, please visit our website: <http://www.lesley.edu/sustainability>.

Greenhouse Gas Emissions

Lesley signed the Carbon Commitment, previously known as the American College & University Presidents' Climate Commitment (ACUPCC), setting greenhouse gas reduction goals of 35% by 2030, with a baseline year of 2006. The University has attained a 63% reduction already, see graph on page 13. What is even more impressive about this achievement is that it was accomplished despite a 33% increase in campus square footage.

Lesley was able to reach this goal by investing in the following greenhouse gas emission reduction strategies:

- Increasing lighting efficiency
- Retrofitting heating, ventilation, and air conditioning (HVAC) equipment
- Constructing all new buildings to US Green Building Council (USGBC) LEED standards

- City of Cambridge Stretch Code
- Converting oil boilers to natural gas boilers
- Purchasing more sustainable electricity
- Requiring that all new appliances and electronics purchased be Energy STAR rated
- Reducing airline travel and offering more online learning options

In response to this success, the University is in the process of reassessing future goals as part of an update to its current Climate Action Plan (CAP). As the University continues to prioritize energy upgrades, future investments will have longer returns on investment. A financial strategy is needed to avoid slowing the current progress.

Energy Efficiency

Over the last year, the University invested in several construction and renovation projects with energy efficiency benefits to its facilities. Currently, Lesley is conducting an energy audit of all of our buildings to determine what next steps can be taken to improve efficiency. Additional efficiencies may be gained by replacing controllers and tying heating and cooling to room occupancy via motion sensors.

Resilience

Lesley has looked to recent City of Cambridge reports and assessments to help us define issues of resiliency. The two areas of concern for Lesley with regards to environmental resilience (as opposed to health or other kinds of emergency preparedness) are storm and extreme heat events. The University installed a 100,000 gallon retention system to collect and slowly release stormwater runoff into the soil near the Lunder Arts Center. Recently, the University cataloged all surface area by type (impervious vs. pervious) and kind (grass, tree, porous paver, concrete, etc.). With this information now available, we are examining how improvements can be made to handle storm events, such as the pedestrian way along Mellen Street which increased total pervious area.

Likewise, the University is committed to reducing its electrical consumption. Lesley has invested in lighting efficiency overhauls, efficient chillers, tight building envelopes, and even radiant floors and fan coil units to cool air in summer months without taxing ventilation systems. Also, Lesley is investigating landscape treatments to cool both exterior environments as well as buildings. In the case of a loss of power spanning several days, the University's response procedure includes moving students in compromised buildings to environments with backup power available. Several of the larger buildings on the Doble Campus have generators and large lounge spaces that can be converted in the case of an emergency to temporary sleeping/living areas.

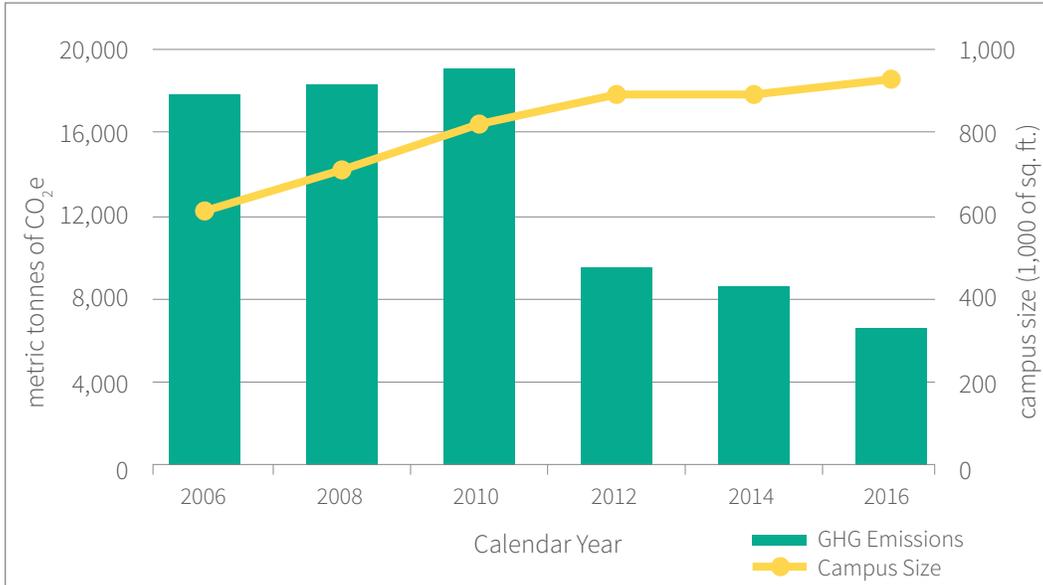
Behavior Change

The Strategic Plan calls for continued sustainability improvements and the provision of regular data on sustainability initiatives. Lesley plans to continue to increase community awareness of personal behavior as it relates to sustainability and energy conservation and offer students, faculty, staff and the community at large a variety of programs underscoring environmentally responsible norms. The University invites local vendors to celebrate its annual Campus Sustainability Day in the fall along with a week of Earth Day events in the spring. Among Lesley's activities are an Environmental Club, Green Office Initiative, the Lesley Urban Garden, Commuter of the Month, and a variety of other programs and student groups. More information about Lesley's sustainability efforts is available at <http://www.lesley.edu/sustainability>.

Accessibility

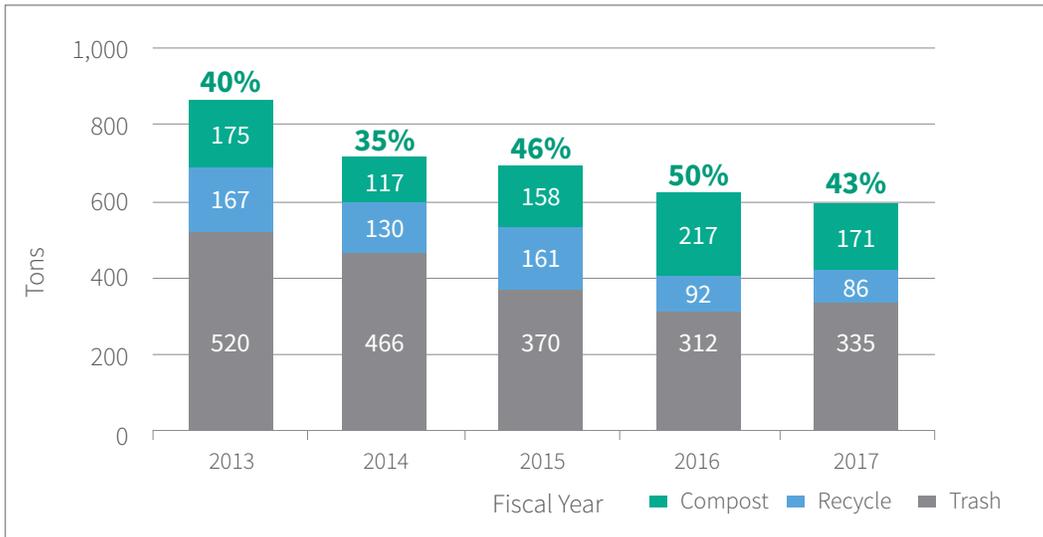
Lesley University is committed to ensuring its existing buildings and campus spaces are accessible to people with disabilities and all new construction is designed to meet accessibility code requirements. In addition, whenever possible, older and historic, pre-ADA structures are retrofitted to afford the greatest level of accessibility achievable. All but one classroom and all laboratories are now fully accessible. The remaining classroom, in a Victorian property at 33 Mellen Street, will be made accessible in a future renovation project.

Greenhouse Gas Emissions

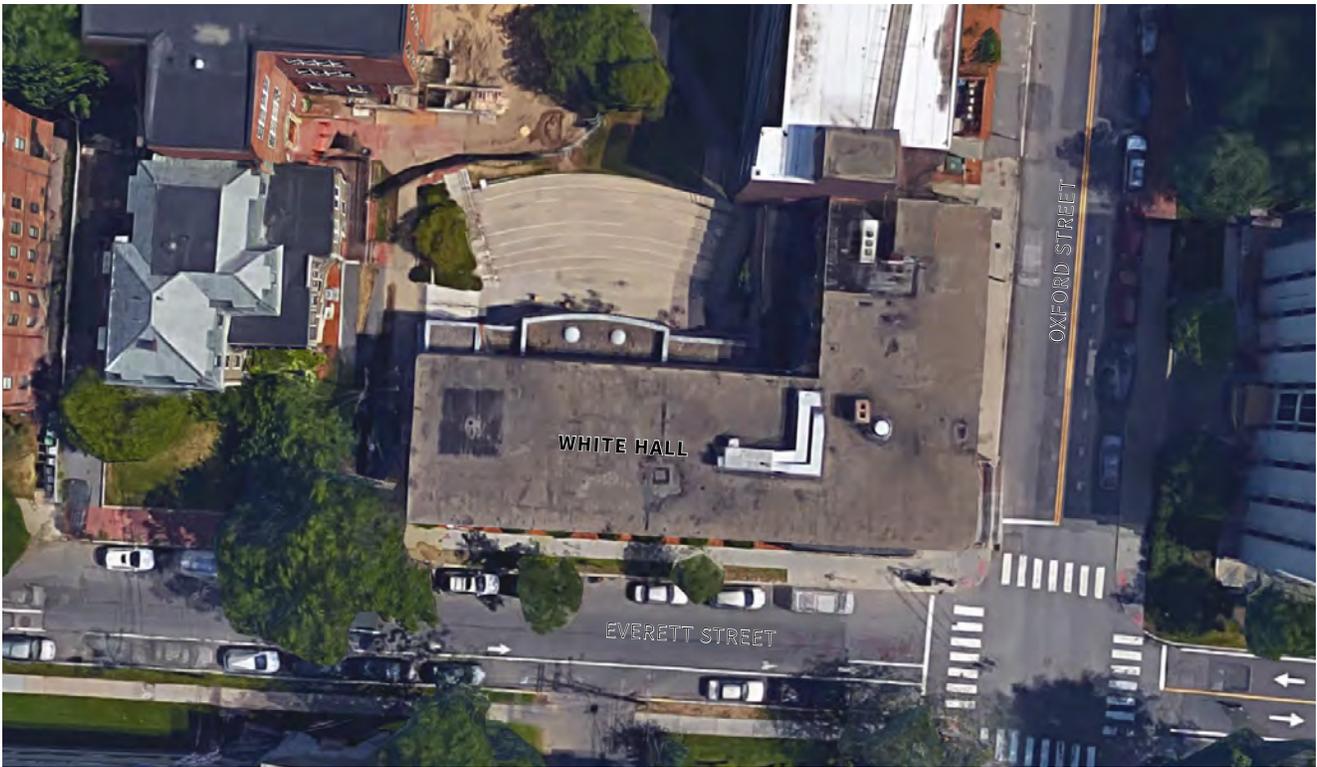


LESLEY HAS REDUCED GHG EMISSIONS BY 63% DESPITE AN INCREASE IN BUILDING AREA. NOTE: IN ACCORD WITH REPORTING REQUIREMENTS, THIS DATA IS COLLECTED BY CALENDAR YEAR INSTEAD OF FISCAL YEAR.

Waste Diversion



LESLEY HAS REDUCED OVERALL WASTE WHILE INCREASING ITS RECYCLING RATE. RECYCLING RATES ARE INDICATED AT THE TOP OF EACH FISCAL YEAR BAR.



WHITE HALL'S ROOF WAS REPLACED AND NEW MAKE-UP AIR HANDLER FOR THE DINING HALL WAS INSTALLED, PHOTO OF WHITE HALL PRIOR TO CONSTRUCTION COURTESY OF GOOGLE MAP DATA.

Precinct and Site Specific Plans

ALL CAMPUSES

Recently Completed

IT and Phone System Upgrades

The University has made several improvements last year:

- The phone system's core hardware was replaced with an up to date system that supports Voice Over IP, Analog and Digital.
- Classroom technology was upgraded.
- Another internet connection and a secondary Network Operations Center for bandwidth/performance and disaster recovery purposes was established.
- Building upon work to upgrade door swipes to wood frame buildings, additional cabling was pulled to support more security cameras.

In Construction

Public Safety Improvements

Lesley University is making important public safety improvements to each of our classrooms, providing new hardware to lock each room in the event of an active shooter on campus. In the case of a large classroom, card access upgrades will automatically lock the room.

In Planning

Indoor and Outdoor Athletics Space

Lesley is in active negotiations with entities outside of Cambridge to meet the indoor and outdoor athletics space needs of its NCAA Division III teams. Lesley's contract with Buckingham Brown & Nichols (BB&N) School, where most practice and games occur, runs through summer 2018.

DOBLE CAMPUS

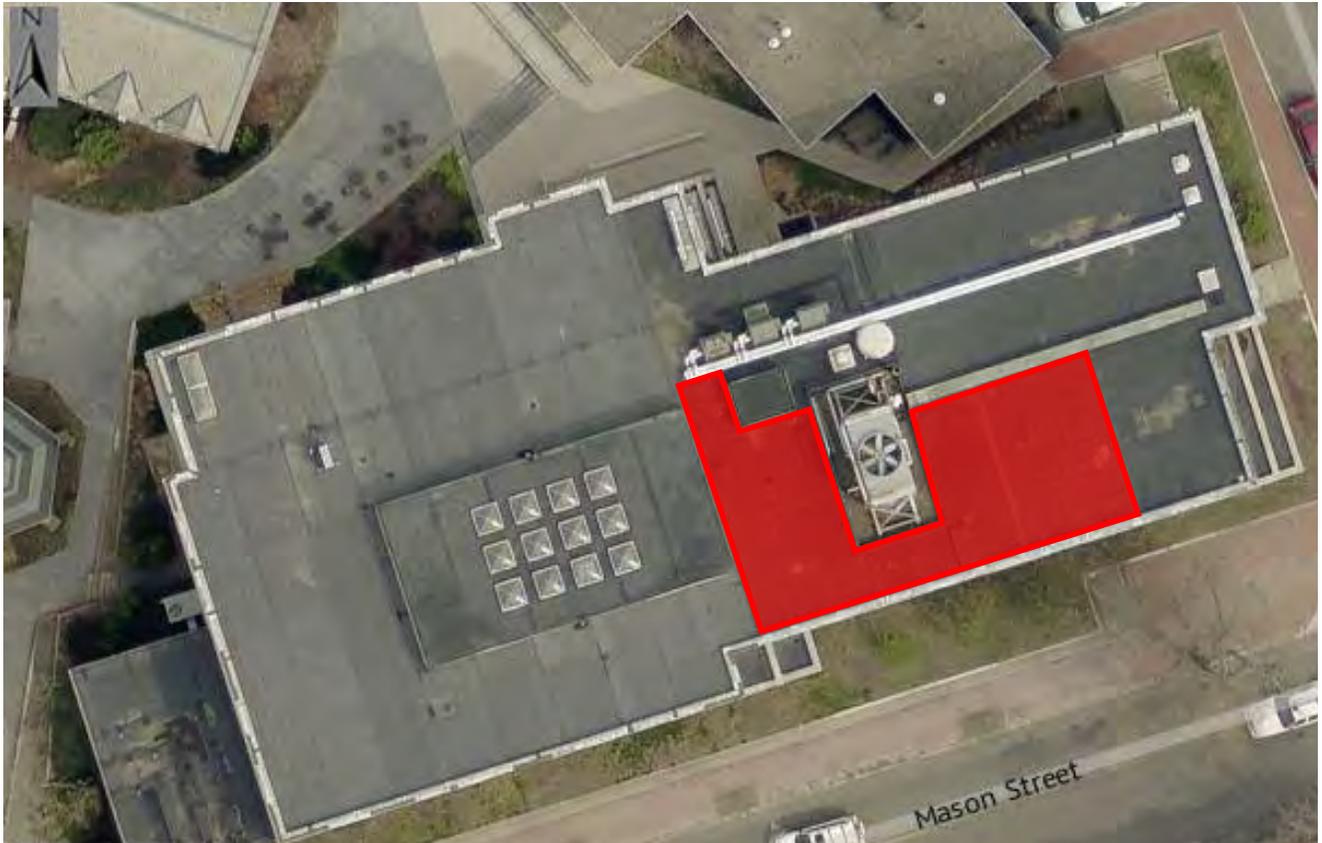
The Doble Campus includes several historic buildings and Victorian homes which have been converted for academic uses and a few mixed-use modern buildings, circa late 1960s/early



WHITE HALL WINDOWS ALONG EVERETT AND OXFORD STREETS WERE REPLACED.



WHITE HALL ROOF BEFORE AND AFTER PHOTOGRAPHS.



BUCKLING INSULATION (HIGHLIGHTED IN RED) ON THE ROOF OF SHERRILL HALL WAS REPLACED.



REED AND BURNHAM HALLS ARE TWO OF THE HISTORIC PROPERTIES ON THE BRATTLE CAMPUS THAT EDS IS SELLING.

1970s, which form the edges of a quad and house students as well as provide classroom, office, recreation, and dining space.

Recently Completed

White Hall

During the summer of 2017 the 30-year old roof on White Hall was replaced. The aggregate tar-bur system with 4 plies of foam glass insulation was removed and a modified bitumen cap sheet with high density base ply fully adhered coverboard polyisocyanurate insulation was installed, bringing high thermal performance when compared to the older roof. During this process, a new make-up air handler and exhaust fan for the dining hall were installed, as well as new make-up air for all dormitory bathrooms. Also, as part of this work, windows were replaced along Everett and Oxford Streets.

In Planning

Doble Hall, 30 Mellen Street

Lesley plans to renovate the third floor of Doble Hall to improve circulation and update classroom, conference and office space.

BRATTLE CAMPUS

The Brattle Campus includes several historic buildings in the middle of an historic district. Lesley University shares the grounds and Sherrill Library with the Episcopal Divinity School (EDS). Previous infrastructure improvements at the Brattle Campus have increased the efficiency of energy systems for buildings of both Lesley and EDS. We continue to focus efforts in this area and have committed to further renovations over the next decade to reduce deferred maintenance and keep buildings in good condition.

Recently Completed

Electrical Grid Replacement

The electrical infrastructure, both cabling and equipment, on the Brattle Campus is burdened by life expectancy and parts issues. New Eversource cabling and transformers have been installed, improving service reliability and reducing University risk and cost in the case of a cabling failure. Likewise, electrical equipment approximately 50 years old has been replaced.

Sherrill Hall Facade and Roof Improvements

The weatherproofing on two sides of the Sherrill Library and a partial replacement of the Sherrill roof was completed this summer. In addition to the buckled insulation (illustrated in red on the adjacent plan), deteriorated pipe insulation was replaced and other seams reinforced.

In Construction

The electrical grid replacement is being performed in four phases. The first and third phases are nearing completion, including the installation of transformers to supply electricity to several Lesley buildings along St. John's Road. An underground vault near Washburn Hall was constructed this fall to house some of this infrastructure. Phase three also included interior upgrades to Sherrill to connect to this new supply. EDS postponed phase two, which supports their buildings.

In Planning

Campus Expansion

Lesley plans to exercise its right of first offer on the buildings within the Brattle Campus condominium (Burnham Hall, Reed Hall, Sherrill Hall, Wright Hall and Saint John's Chapel).

Electrical Grid Replacement

Phase four of the electrical grid replacement will bring new electrical supply to Washburn Hall. The second phase of infrastructure upgrades on the Brattle Campus, which has been postponed until after the sale of EDS property, includes connecting (currently) EDS buildings to an existing transformer, providing separate electrical service.

Community Garden Expansion

An expanded community garden is envisioned for the landscape behind the parking lot of 101 Brattle Street. However, no date has been set for this work.

PORTER CAMPUS

The Porter Campus includes University Hall (formerly the Porter Exchange building) at 1815 Massachusetts Avenue, the Lunder Arts Center at 1801 Massachusetts Avenue, 815 Somerville Avenue, and the parking lots located across Massachusetts Avenue from University Hall.



PERSPECTIVE OF ENVISIONED ANIMATION HALLWAY (PCA ARCHITECTS).

Recently Completed

Cooling Tower & Freight Elevator

A second cooling tower and freight elevator were replaced at University Hall last summer.

Retail Tenant Improvements

Tenant fit-outs brought All Eye Care (optometrist), Enterprise Rent-A-Car and Hair Company to the ground level of University Hall. Also, landlord work was completed in advance of further construction detailed below.

In Construction

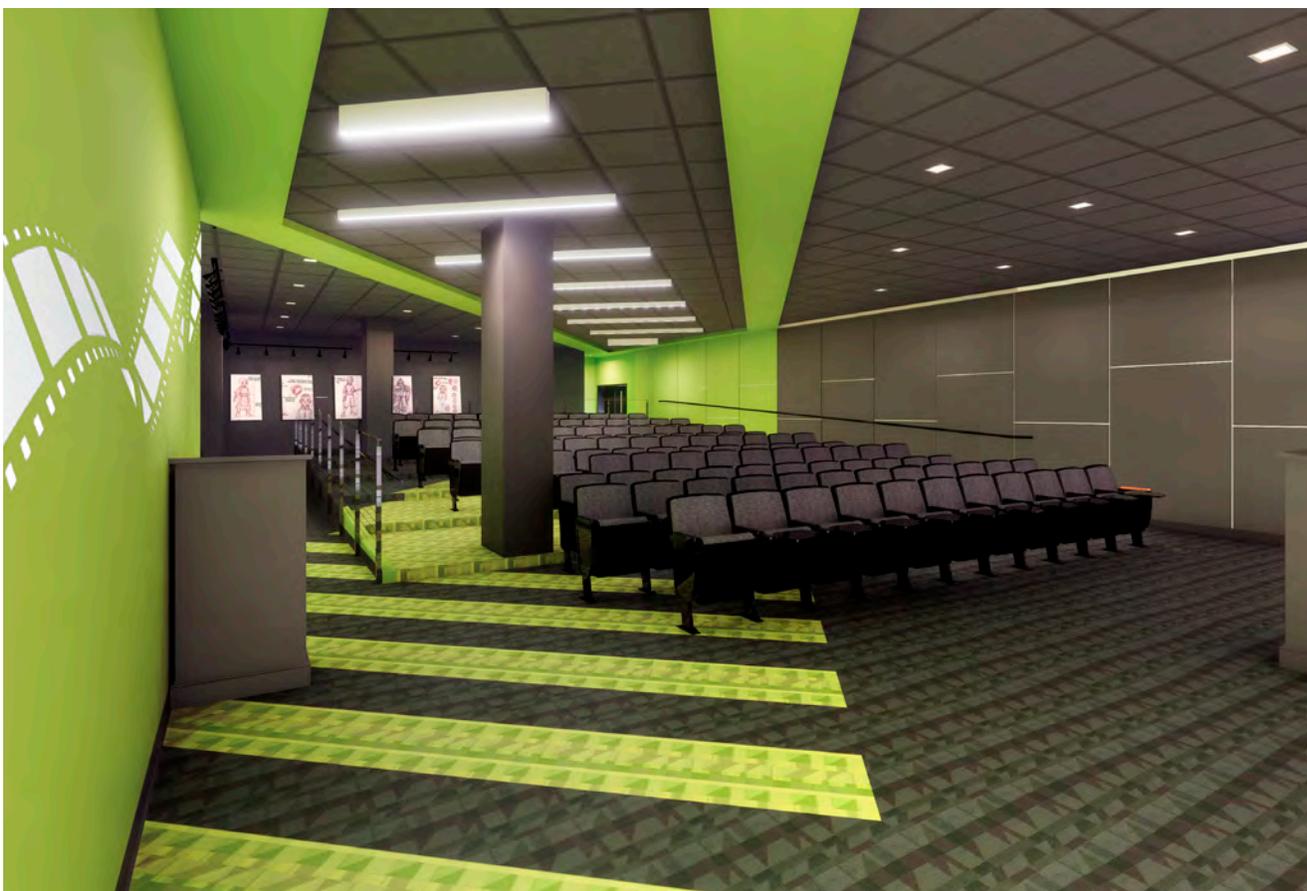
Additional Retail Tenant Improvements

The Shaking Crab Restaurant (formerly Tavern in the Square) will be opening for business in the new year. Partners Health Care has begun its tenant improvement work in their new urgent

care space, scheduled to open in January of 2018. Also, work on the lower level of University Hall has commenced to bring Planet Fitness to the space vacated by Work-Out-World. This area had not been substantially renovated since Bally's began their tenancy several decades ago. The new gym will open likewise in early 2018.

LUCAD Animation Space

Planet Fitness does not intend to fully occupy the footprint of the former gym. Construction of the approximately 9,000 square feet of remaining space is being planned now to house animation studios for the College of Art and Design. The project will bring new digital classrooms and studios, a 130-seat screening room, and other work spaces to support related fields. These new facilities will expand instruction and research into the emerging area of visual effects (VFX).



PERSPECTIVE OF PROPOSED SCREENING ROOM (PCA ARCHITECTS).

Also, this project will provide students in related digital media disciplines (digital film, design and illustration) with a set of portable skills that will enhance their ability to succeed professionally in a wide number of careers.

This work will commence in December of 2017 and be completed by September 2018.

In Planning

Roof Improvements

The roof at University Hall requires further inspection and repair.

Science Labs

Expansion of existing science labs in University Hall is being considered.

Long Term Development Sites

The two parking lots along Massachusetts Avenue across from the Lunder Arts Center and University Hall were included in discussions with neighbors and the City during planning for the Arts Center and were zoned as part of the Porter Square Overlay District to favor three-story-tall buildings with street level retail. The University intends to eventually develop these sites. The only other open sites on Lesley property are existing parking lots, including the lot behind University Hall and the parking lots and tennis court on the Doble Campus. There are no immediate plans to develop any of these sites at this time.

Relationship with Cambridge Public Schools

In addition to providing conference/meeting space to Cambridge Public Schools for administrative meetings, Lesley enjoys a number of close relationships based upon various programmatic overlaps. Examples of collaboratively designed program descriptions based on identified needs of the preK-12 community and opportunities for preparation program faculty to work in schools/districts include:

Creativity Commons

The Creativity Commons offers a space for faculty, graduate students, and community partners to foster new programs and projects. Examples include: the Cambridge Creativity Commons, which offers programs to encourage cross-disciplinary collaboration in the Cambridge Public School District (CPSD); Sidewalk Math, an interactive art installation (Cambridge and Worcester); the School/Family Engagement Project (CPSD); and Integrative Arts Learning, where faculty in the Creative Arts and Expressive Therapies programs work with CPSD on arts-related learning.

Summer Compass Program

For more than thirty years, Lesley University and the Cambridge Public Schools have collaboratively offered a program in Cambridge that provides a six-week summer program for children in grades preK-6 that extends and reinforces children's learning during the school year. It satisfies the practicum requirement for Lesley students in the Specialist Teacher of Reading program, and half of the field practicum requirement for those in the early childhood, elementary, moderate disabilities, and instructional technology programs.

The Center for Reading Recovery and Literacy Collaborative

This center provides training to teachers throughout the Commonwealth and United States, offering literacy courses and professional development offerings in districts across Massachusetts, the US, and internationally. Since its inception, the CRRLC has worked with over 280 literacy coaches in fifteen school districts in Massachusetts, Cambridge among them.

Field Experience

In-depth/year-long field based experiences; opportunities for exemplary educators to teach in preparation programs and collaboration in identifying and selecting candidates for programs who meet local needs include:

Field-Based Internships

For decades, Lesley University's Graduate School of Education and Graduate School of Arts and Social Sciences have had year-long field-based internships in both public and private schools across the Commonwealth. In the 2013-2014 academic year, the Division of Counseling and Psychology had 25 students in year-long internships in Cambridge and other Massachusetts public schools to meet the requirements for either school guidance or school adjustment counseling.

The Collaborative Internship Program

Partnering with four public and seven independent schools, including Cambridge Public Schools, the program offers a residency model wherein graduate students spend a year in a school while completing their degree. Graduates of the Collaborative Internship Program are highly marketable and find employment in schools regionally and nationally.

Cambridge/Lesley Professional Development Schools

This is a 22-year partnership involving Lesley University and two public elementary schools in

Cambridge, focuses on creating opportunities for pre-service candidates to be engaged in all aspects of the school community.

Year-Long Internships in Schools/Districts

Qualified students can spend a full academic year as interns in Cambridge and other area public schools. Year-long interns are able to complete all of their required field experiences for the initial license while earning a stipend and gaining valuable classroom experience. Each year approximately 20-25 candidates complete these internships.

The Graduate School of Arts and Social Sciences

World-renowned leaders in the fields of counseling psychology and expressive therapies (as well as an award-winning and widely acclaimed low-residency program in creative writing) offered robust and valuable internships in a variety of Cambridge locations over the past several years. These include:

- Amigos School (15 Upton Street)
- Boston Area Rape Crisis Center (99 Bishop Allen Drive)
- Cambridge Eating Disorder Center (3 Bow St.)
- Cambridge High School Extension Program (359 Broadway)
- Cambridge Rindge and Latin (459 Broadway)
- Cambridgeport School (89 Elm Street)
- Community Legal Services and Counseling Center (1 West Street)
- Division of Children and Families (810 Memorial Drive)
- Dr. Martin Luther King Jr. Open School (850 Cambridge Street)

- Emerge (2464 Massachusetts Avenue, No. 101)
- The Guidance Center (5 Sacramento Street)
- Massachusetts Alliance of Portuguese Speakers (1046 Cambridge Street)
- North Charles Institute for Addictions (955 Massachusetts Avenue)
- Prospect Hill Academy Charter School (50 Essex Street)
- Riverside Community Care at the Guidance Center (5 Sacramento Street)

Cambridge Community Foundation and Community Arts Support

Through our partnerships, sponsorships and interactions with organizations as varied as the Cambridge Community Foundation, Cambridge Community TV, Cambridge Historical Commission, Cambridge Historical Society and the Cambridge Arts Council, Lesley University embraces its home in the heart of the city's cultural community.

With financial support, to providing space for ad hoc business groups, longstanding community organizations such as the Porter Square Neighbor's Association and the City Council candidates forums in 2013, 2015 and 2017, space for Massachusetts 5th District Congresswoman Katherine Clark's "office hours" town hall-style meeting, as well as free programs on a variety of other national and global social issues, Lesley's doors are always open to Cambridge residents.

Lesley STEAM Learning Lab

The Lesley STEAM Learning Lab hosted two hands-on workshops on Friday, April 20th as part of the 2017 Cambridge Science Festival. The workshop activities invited parents and caregivers to tinker with their children and develop unique solutions

for a host of design and engineering challenges.

Based on the Makerspace model, Lesley's STEAM Learning Lab supports learning in science, technology, engineering, arts and math in a center designed for engagement and inquiry-based exploration. In this space, our students and community partners work with children to play, code, tinker, design and create. The genesis of the idea came from our partnership with Cambridge's Kennedy-Longfellow Elementary School.

Full Tuition Scholarships for Cambridge High School Students

Lesley awards full tuition scholarships to two students from Cambridge Rindge and Latin School (CRLS): one to a student admitted to the College of Art and Design (LUCAD) and one to a student admitted to the College of Liberal Arts and Sciences (CLAS). Both scholarships are awarded annually on the basis of academic merit. Also, artistic excellence is factored into the award made to the LUCAD student.

College of Art and Design

The College of Art and Design (LUCAD) continues to have an impact on the Cambridge community. Since the 2015 opening of the Lunder Arts Center in Porter Square, LUCAD has built a roster of 50+ community partnerships, becoming a dynamic community hub and engaging with the interests of our anchor community partners, who meet quarterly with the Dean of LUCAD as members of his Community Advisory Council. Our growing list of partners touches community arts, institutions, consortia, high schools, networks and community colleges. The following list highlights key activities and community partnerships the school has advanced. For more information, please see: <http://www.lesley.edu/academics/college-of-art-design/community-engagement>.

Art + Social Justice Film Series

This free lunchtime public program features artist talks, film screenings and opportunities for

community dialogue. Community partners and guest lecturers include: American Friends Service Committee, Boston LGBT Film Festival, Islamic Council of New England, #BlackLivesMatter, Community Art Center's Teen Media Program, DIYDS!! National Youth Film Festival, Transition House, Lesley University Diversity Council and BFA student clubs. In the second consecutive year of partnership with the Rose Kennedy Greenway Conservancy, the College of Art + Design welcomed Lucas Cowan, Public Art Curator to speak about the political work of international artists Ai Weiwei and Mehdi Ghadyanloo in Boston and beyond. Independent street arts curator Pedro Alonzo presented about JR's installation in Tecate at the US-Mexico border in the socio-political context of DACA, and the staff of Somerville Media Center and Cambridge Community Television spoke about the important role of community media outlets in Greater Cambridge.

Collaborative Workshops

BFA Programs and Community Partners co-present free and low-cost art and design workshops to local and regional high schools and the general public that include: student-led gallery tours and hands-on workshops in BFA program areas Design, Illustration and Animation in conjunction with special exhibitions Vaughan Oliver: Walking Backwards (September – October) and Kiel Johnson: Laser Focus (November – December). School visits included transportation subsidies to help offset the cost of fieldtrips for area schools. For the second consecutive year of partnership with the Boston International Kids Film Festival, the College of Art + Design's BFA Animation + Motion Media program co-presented an affordable Stop-Motion Animation hands-on workshop, and hosted Filmmakers Collaborative's Fall Member Mixer in partnership with the Boston Jewish Film Festival. Each year, the College of Art + Design hosts Cambridge Art Association's Annual Portfolio Review for local artists, and is thrilled to be embarking on new partnerships with Powderhouse Studios and Friends of CRLS.

PARTICIPATE

Participatory public art projects developed in partnership with community organizations and local high schools go beyond the walls of the Lunder Arts Center and the College of Art + Design. For Common Exchange – Cambridge

Arts, City of Cambridge Public Art Program's first curated series of temporary public art projects on the Cambridge Common, BFA Design students developed, researched and produced a free 4-issue newspaper which served as both an exhibition catalogue and public exchange forum. This Fall, the College of Art + Design and the City of Cambridge's PARK(ing) Day 2017 featured student project Common Exchange and guest artists and invited the general public to engage in activities and conversation alongside Envision Cambridge and the Cambridge Public Library. LUCAD's Office of Community Engagement organized Paper Bag Drawings, a second annual partnership with Lesley's Office of Community Service and a student-run group that delivers meals to homeless in Harvard Square. Art and design students made drawings on paper bags utilized for meal delivery. LUCAD is host partner for Common Boston – Boston Society of Architect's annual celebration of architecture and urban space in Greater Boston.

Within the walls of the Lunder Arts Center, the College of Art + Design presented and sponsored Cambridge Arts Open Studios and community exhibitions by partner organizations that include: RAW Artworks, Cambridge Creativity Commons' afterschool programs. Forthcoming, are large photo-based murals in the Lunder Arts Center's street-front window along Roseland Street in collaboration with local high schools and LUCAD's BFA Photo program.

Young Artist Scholarships

Young Artist Scholarships provide merit and need-based awards in the form of tuition waivers and assisted lunch for local and area high school students of diverse backgrounds. Students so enroll in summer courses while earning college credit. Among the schools and organizations with whom we work: Cambridge Rindge and Latin School, Friends of CRLS, Somerville High School, Teen Media Program at the Community Art Center, Cambridge, RAW Artworks, Artists for Humanity, Prospect Hill Academy Charter School, Fenway High School, Boston Arts Academy, and Kipp Academy Charter School in Lynn, MA. The College of Art + Design also builds accessible pathways for transfer students graduating with Associates degrees from area Community Colleges with whom Lesley University has articulation agreements.



LUCAD'S PARTICIPATE INITIATIVE DEVELOPS PARTICIPATORY PUBLIC ART PROJECTS WITH COMMUNITY ORGANIZATIONS AND NEIGHBORING SCHOOLS. EACH PROJECT IS DESIGNED TO STRENGTHEN STUDENT LEARNING IN RESPONSE TO COMMUNITY NEEDS.

Open Lecture Series

Free guest curator talks, artist lectures, events, and exhibitions are routinely provided via the Lunder Arts Center. Some highlights of the previous year include:

- The Massachusetts Independent Comics Expo, which drew a record-breaking crowd of nearly 3,500 fans of alternative comics and art in late-October. This free, family-friendly exposition features tradeshow floors throughout University Hall (1815 Massachusetts Ave.) and workshops, never failing to tout its accessibility via the MBTA's Red Line and buses.
- The Strauch-Mosse Visiting Artist's Lecture Series featured photographer LaToya Ruby Frazier in November. This signature event was free and open to all.
- In September, Lesley University was pleased to sponsor the 49th annual conference of the International Visual Literacy Association.
- The Lunder Arts Center hosted in early November a GreenBuild tour in conjunction with the U.S. Green Building Council.
- Teen media program exhibition and reception in partnership with the Cambridge Community Art Center
- Massachusetts Art Educators Association high school student exhibition in partnership with MAEA's annual conference
- CRLS + LUCAD Mural Project exhibition and reception in partnership with Cambridge Rindge and Latin High School
- Emerging Talents: high school photography programs featuring local faculty and student work

List of Projects

For full descriptions of the following projects, please refer to the previous section, “Precinct and Site Specific Plans.”

Completed

- Brattle Electrical Grid Replacement, Phase 1
- Cooling Tower & Freight Elevator, University Hall
- IT & Phone System Upgrades
- Retail Tenant Improvements
- Sherrill Hall Roof Improvements
- White Hall Roof and Window Replacements

In Construction

- Additional Retail Tenant Improvements
- Brattle Electrical Grid Replacement, Phase 3
- LUCAD Animation Space
- Public Safety Enhancements

In Planning

- Brattle Campus Expansion
- Brattle Electrical Grid Replacement, Phase 4
- Community Garden Expansion
- Doble Hall, Third Floor Interior Renovations
- Indoor and Outdoor Athletics Space (outside Cambridge)
- Roof Replacements, Doble and Porter Campuses
- Science Labs Expansion and Update

Project Map



RECENTLY COMPLETED, IN CONSTRUCTION AND IN PLANNING PROJECTS ARE ILLUSTRATED ABOVE.

Campus Maps

Map 1: Real Estate Owned and Leased

See page 5.

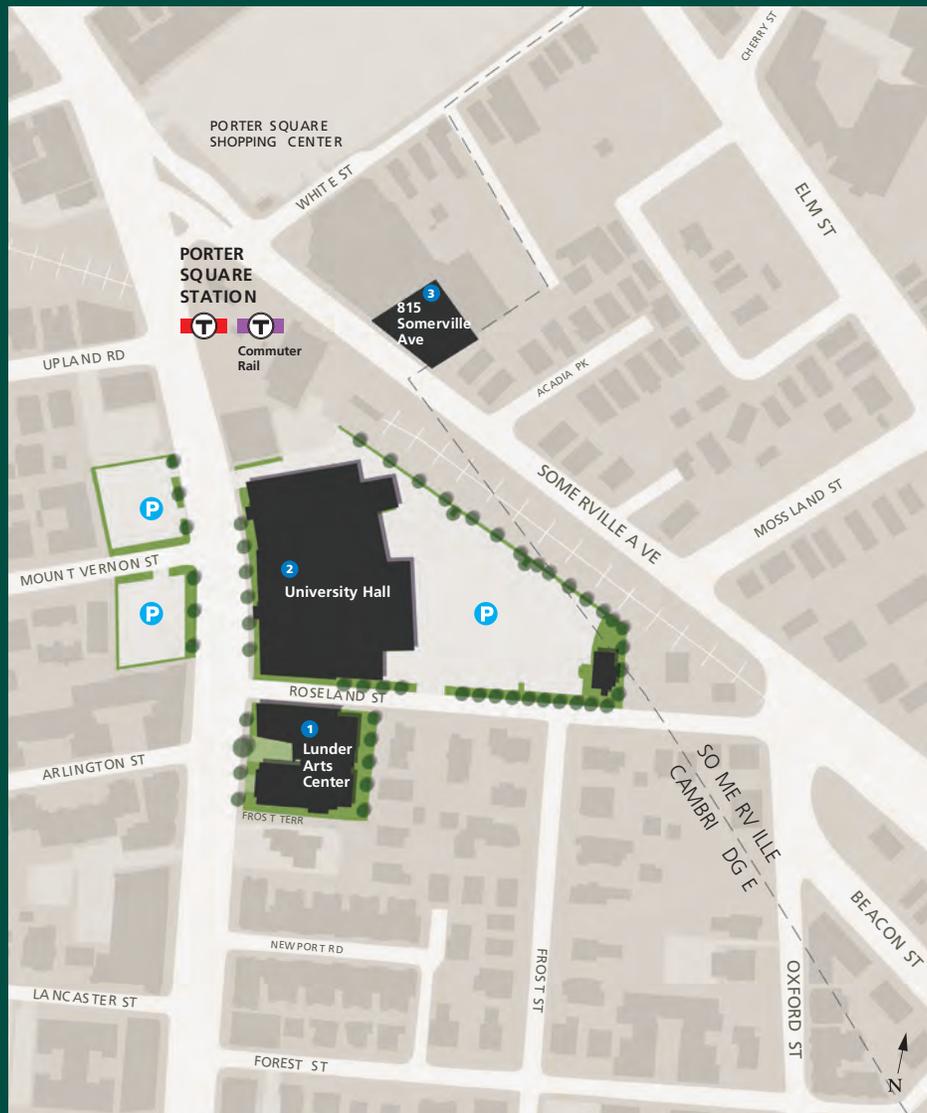
Map 2: Shuttle Routes

See page 7.

Map 3: Project Map

See page 24.

Map 4: Porter Campus



PORTER CAMPUS

- 1 1801 MASS AVE**
 Lunder Arts Center
 College of Art and Design
 Classrooms / Studios
 Moriarty Library
- 2 1815 MASS AVE**
 University Hall
 Amphitheater
 Classrooms / Studios
 College of Art and Design
 Graduate Admissions
 Graduate School of Education
 Porter Café
 Registrar
 Student Administrative Services
 The Shops at University Hall
- 3 815 SOMERVILLE AVE**
 Administrative Offices

KEY

- MBTA Red Line
- MBTA Commuter Line
- Parking
- Pedestrian Route

Map 5: Doble Campus



DOBLE CAMPUS

- | | | | |
|--|--|---|--|
| 10 29 EVERETT ST
Office of the President
Office of the Provost | 18 23 MELLE N ST
Schwartz Hall
Enrollment Management | 26 34 MELLE N ST
Wolfard Hall
Marran Theater
Public Safety
Classrooms | 34 78 OXFORD ST
Wilbur House |
| 11 31 EVERETT ST
Stebbins Hall
Alumni Hall
Classrooms | 19 24 MELLE N ST
Mellen House | 27 35 MELLE N ST | 35 80 OXFORD ST
Maren K. Hitz '85
Alumni Center
Threshold Program |
| 12 33 EVERETT ST
White Hall
Dining Commons | 20 27 MELLE N ST | 28 36 MELLE N ST
MacKenzie Hall
Health Services
McKenna Student Center | 36 82 OXFORD ST
Threshold Program |
| 13 1627 MASS AVE
Undergraduate Admissions
Visitor's Service Center | 21 29 MELLE N ST
College of Liberal
Arts and Sciences | 29 37 MELLE N ST
Glenn Hall | 37 6 SACRAMENTO ST
Sacramento House |
| 14 7 MELLE N ST
Global Education Center | 22 30 MELLE N ST
Doble Hall
Academic Achievement
Career Resource Center
Classrooms | 30 38 MELLE N ST
Malloch Hall
Athletics
Student Activities | 38 1 WENDELL ST |
| 15 9 MELLE N ST
Office of Residential Life | 23 31 MELLE N ST
Jenckes House | 31 61 OXFORD ST
Kirkland House | 39 3 WENDELL ST |
| 16 11 MELLE N ST
Office of Student Life &
Academic Development | 24 33 MELLE N ST | 32 63 OXFORD ST
Wendell House | 40 14 WENDELL ST
Compass House |
| 17 13 MELLE N ST
Center for the Adult Learner | 25 33½ MELLE N ST | 33 68 OXFORD ST
Kris House | 41 16-18 WENDELL ST
Wilson House |
| | | | 42 28-R WENDELL ST
Everett House |
| | | | 43 34 WENDELL ST
Buom Hall |

Map 6: Brattle Campus



BRATTLE CAMPUS

KEY

- MBTA Red Line
- Parking
- Pedestrian Route
- EDS Building
- Lesley Building
- EDS & Lesley
- Brattle Campus Condominium Boundary

EDS & LESLEY

- 50 89 BRATTLE ST
Sherrill Library
- EDS**
- 64 4 BERKELEY ST
Deanery
- 51 91 BRATTLE ST
St. John's Chapel
- 52 99-1 BRATTLE ST
Wright Hall
- 53 99-2 BRATTLE ST
Burnham Hall
- 54 99-3 BRATTLE ST
Reed Hall
- 65 8 ST. JOHN'S RD
- 66 9 ST. JOHN'S RD
- 67 10 ST. JOHN'S RD
- 68 11 ST. JOHN'S RD
- 69 13 ST. JOHN'S RD
- 70 15 ST. JOHN'S RD

LESLEY

- 55 99-4 BRATTLE ST
Lawrence Hall
- 56 101 BRATTLE ST
Advancement Alumni
- 57 1 HASTINGS AVE
Buildings & Grounds
- 58 3 PHILLIP S PL
Graduate School of Arts & Social Sciences
- 59 5 PHILLIP S PL
Graduate School of Arts & Social Sciences
- 60 10 PHILLIP S PL
Washburn Commons
- 61 1-7 ST. JOHN'S RD
Winthrop Hall
- 62 2-4 ST. JOHN'S RD
Kidder House
- 63 6 ST. JOHN'S RD
Rousmaniere House

Transportation Demand Management

Lesley University submitted its 2017 Parking and Transportation Demand Management (PTDM) Annual Progress Report in June. This report is an update of the University's existing Transportation Demand Management (TDM) programs, the University's Cambridge parking supply, and survey results of employees and students who commute to the Cambridge campuses. The goal of the report is to provide the City of Cambridge with a current assessment of the University's parking supply and how Lesley is managing its vehicle trips through the PTDM measures and strategies offered by the University as compared to its 2005 baseline report.

Commuting Mode of Choice

Lesley University conducts a week long (Monday through Friday) PTDM survey every year in the month of April. This survey is distributed to all off-campus members of the Lesley community and includes faculty, staff, undergraduate commuter and graduate student respondents. The survey asks how one commuted to campus each day and excludes anyone who identified themselves as "out."

Commuting Mode

Commuting Mode	2017
Drove alone entire way	34%
Took public transportation	37%
Carpooled	8%
Bicycled	4%
Walked	10%
Other	7%

In 2017, Lesley's Cambridge combined employee and student adjusted drive alone rate was 34%, four percentage points better than the University's goal of 38%.

Point of Origin for Commuter Trips to Cambridge

The number of employees and students who reside in the top ten towns represent 56 percent of the commuter population. Boston, including Allston and Brighton, represents the largest number of respondents with 16 percent followed by Somerville with 12 percent.

Top Ten Towns - Employee & Student Survey Respondents by Zip Code

Home Location	%
Boston	16%
Somerville	12%
Cambridge	9%
Arlington	6%
Medford	4%
Watertown	2%
Quincy	2%
Belmont	2%
Brookline	2%
Waltham	1%

Top Ten Towns - Employee Only Survey Respondents

Town	# of Employees	Drove Alone	Transit	Bike	Walk	Carpool	Other
Somerville	42	17%	12%	10%	43%	14%	5%
Boston	36	28%	50%	8%	0%	6%	8%
Cambridge	26	27%	15%	4%	50%	0%	4%
Arlington	23	65%	13%	9%	0%	4%	9%
Medford	9	44%	33%	11%	0%	11%	0%
Belmont	8	25%	50%	0%	0%	13%	13%
Quincy	8	0%	88%	0%	0%	13%	0%
Watertown	8	38%	25%	13%	0%	13%	13%
Brookline	4	25%	25%	0%	0%	0%	50%
Lexington	4	75%	25%	0%	0%	0%	0%

61% OF ALL EMPLOYEE RESPONDENTS LIVE IN THE ABOVE TOP TEN TOWNS

TDM Strategy Updates

There have been no changes to Lesley's TDM strategy since submitting the previous Town Gown report. When it was approved in 2005, Lesley University's PTDM Plan aimed to reduce the University's single occupancy vehicle mode split to 38 percent, which the University has met every year since, except the 2015 year due to inordinate snowfall and corresponding MBTA malfunctions and the relocation of the Arts College to Cambridge. The 2015 PTDM survey was completed within 60 days of the Lunder Center opening. A re-education process was conducted and the results of the 2016 PTDM survey showed a significant decrease in single occupancy vehicle travel (9% over the previous year). This improvement has been sustained with an identical SOV rate this year.

Bicycle Facilities

Lesley University provides several bicycle amenities to its community, ranging from 358 existing bicycle racks to a do-it-yourself bicycle repair stand on its centrally located Doble Campus. Also, Public Safety is equipped with bicycle pumps at each campus. The Lesley University Department of Public Safety encourages anyone who intends to use a bicycle on campus to register it.

The University continues to add bicycle racks throughout its three campuses. As part of the 2015 Lunder Arts Center project, the University provided a Hubway stop on our Porter Campus, connecting with the network of bicycle stops throughout the Cambridge and Boston area and promoting increased bicycle opportunities for students, faculty and staff as well as the larger Cambridge community.

Lastly, Lesley University strongly supports the use of alternative transportation. The University takes part in the Green Streets Initiative and offers incentives to faculty and other employees to commute to campus via alternative modes, such as bicycling.

Antenna Installations

Existing Conditions

The University currently has rooftop wireless telecommunications equipment installed at University Hall, 1815 Massachusetts Avenue, and another site approved for an AT&T wireless antenna, 30 Mellen Street. The two wireless network providers on the rooftop tower at University Hall are AT&T (resident since 1996) and Sprint (resident since 2001). MetroPCS left the rooftop in 2014 and their antenna equipment, which was located on the bottom level of the building tower, was removed and the fascia repaired. We have signed a new lease agreement with Verizon to install their wireless antenna equipment where MetroPCS had their equipment. This work is planned to commence in early 2018. The 30 Mellen Street antenna project is being considered for summer 2018.

There are two other antennas on the “top” of the tower, a small microwave dish that is a Lesley data connection and an antenna that is part of the City of Cambridge fire and police department telecommunications equipment.

Lesley also has small microwave antennas for the exclusive use of the University located at 1 Wendell, 14 Wendell, 6 Sacramento, 30 Mellen and 78 Oxford, which are positioned such that they are not readily visible to the neighborhood.

Visual Impact Mitigation

The City has a rigorous review process that addresses the aesthetics of any new wireless service provider antenna sites or for any upgrades or changes in existing rooftop equipment. Anytime a change is contemplated with one of our wireless service providers, we actively review the plan drawings, photos and Photoshop renderings of the proposed installations before they are submitted to the Board of Zoning Appeal for review and approval. We are very conscious of the appearance of antennas on our

buildings and keeping them as inconspicuous as possible while still allowing them to operate as they are intended.

Regarding the University Hall tower, the current AT&T and Sprint wireless antennas are located in the red tile reveals on each side of the tower and are painted the same color as the red tile. The new Verizon antennas would be installed in a similar manner. No antennas are allowed on the yellow brick surface of the building or tower.

We will continue to participate in the existing City review process in an effort to keep the visual impact of any antennas acceptable.

Tree Resources

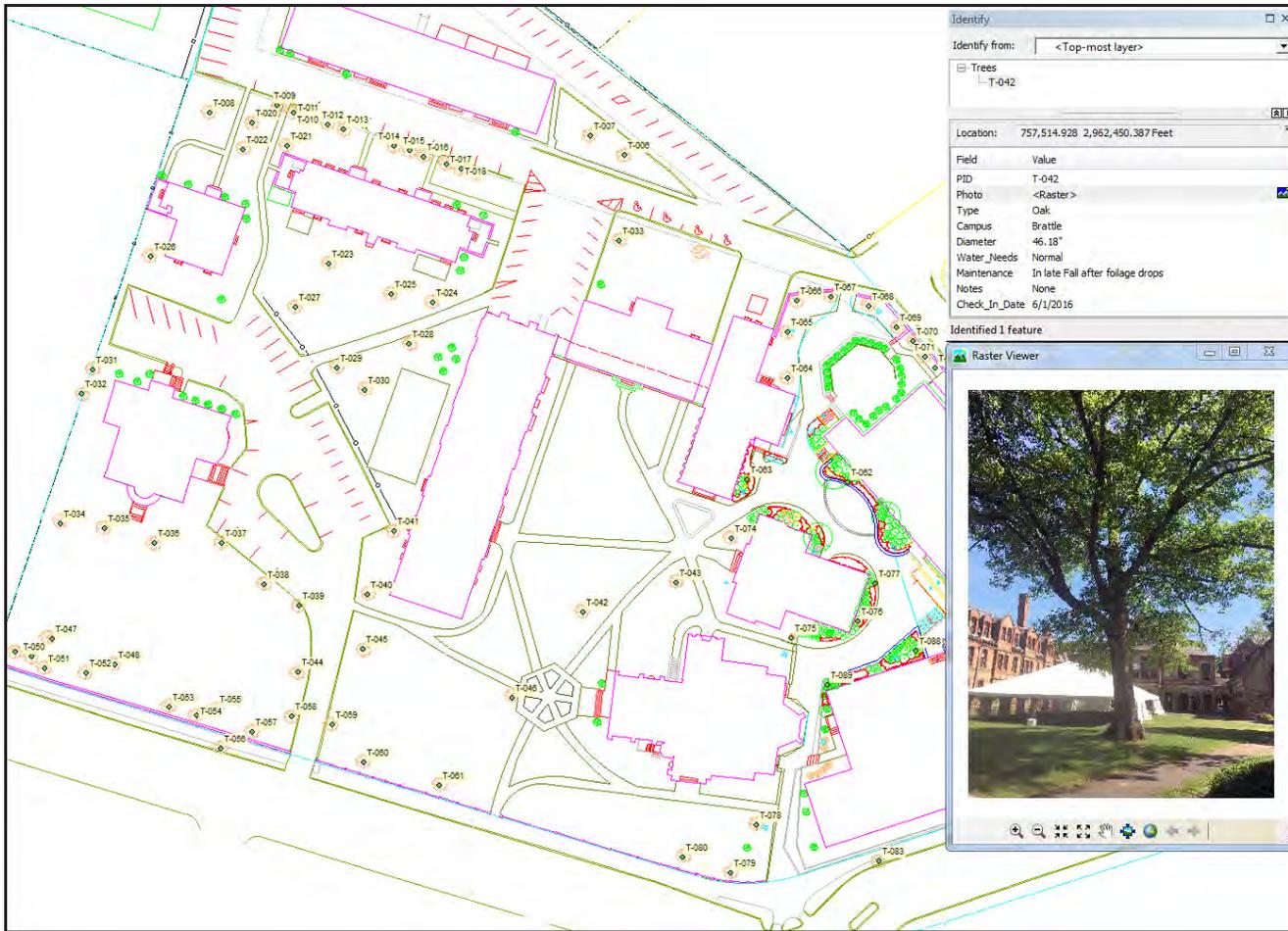
Existing Conditions

The University inventoried the 322 trees planted on its three Cambridge campuses during the summers of 2016 and 2017. In addition, 1,228 large plants (such as bushes) and 37 distinct planting beds were recorded. Beyond identifying specific locations, specimen size, watering needs, maintenance requirements and other care details were noted for each plant or tree.

PID	Type	Campus	Diameter	Water Needs	Maintenance	Notes
T-168	Katsura Dogwood	Doble	1.59"	Normal	In late Fall after foilage drops or winter	Never prune a dogwood tree in
T-169	Copper Beech	Doble	15.92"	Normal	In late Fall after foilage drops	Generally don't need pruning
T-170	Magnolia	Doble	26.43"	Normal	Late Spring or Early Summer, whenever the tree has f	None
T-171	Maple	Doble	34.39"	Normal	In late Fall after foilage drops or winter	None
T-172	Maple	Doble	15.29"	Normal	In late Fall after foilage drops or winter	None
T-173	Maple	Doble	16.88"	Normal	In late Fall after foilage drops or winter	None
T-174	Maple	Doble	18.15"	Normal	In late Fall after foilage drops or winter	None
T-175	Maple	Doble	32.48"	Normal	In late Fall after foilage drops or winter	None
T-176	Maple	Doble	9.24"	Normal	In late Fall after foilage drops or winter	None
T-177	Honey Locust	Doble	32.48"	Extra	Early Summer after they bloom; Trimming based on a	Sensitive to a wide variety of p
T-178	London Planetree	Doble	25.48"	Normal	Tolerates heavy pruning. Prune in the winter.	None
T-179	Dogwood	Doble	14.97"	Normal	In late Fall after foilage drops or winter	Never prune a dogwood tree in
T-180	Weeping Mulberry	Doble	11.78"	Normal, moder	In late winter or very early spring before any new gro	None
T-181	Sugar Maple	Doble	13.69"	Normal	In late Fall after foilage drops or winter	
T-182	Hinoki False Cypress	Doble	54.14"	Normal	Prune In the Spring. Trim/Shear in the Summer	None
T-183	Magnolia	Doble	11.78"	Normal	Late Spring or Early Summer, whenever the tree has f	None
T-184	Apple	Doble	6.69"	Normal	In late winter or very early spring before any new gro	Susceptible to many insect and
T-185	Ash	Doble	7.64"	Normal	In late winter or very early spring before any new gro	Cold winter winds can dehydrat

SAMPLE OF LESLEY TREE DATABASE ILLUSTRATING SIZE, WATERING, MAINTENANCE AND SPECIALIZED CARE NOTATIONS.

As part of the data collection process, photographs of each tree and plant were taken and incorporated into a geodatabase using ArcView/ArcGIS. An example of the data is illustrated on the following page.



ALL VEGETATION HAS BEEN MAPPED ON EACH OF LESLEY'S THREE CAMBRIDGE CAMPUSES, USING ARCVIEW/ARCGIS (BRATTLE CAMPUS ILLUSTRATED ABOVE). PHOTOS OF EACH PLANT AND CARE INSTRUCTIONS ARE EASILY ACCESSIBLE AND FORM THE BASIS OF A COORDINATED LANDSCAPE PLAN, TO BE FURTHER DEVELOPED.

Opportunities for Increased Plantings

With its landscape now inventoried, including surfaces by type, the University may begin a coordinated landscape plan that furthers sustainability goals. Each of the three Cambridge campuses present unique opportunities. The Brattle Campus has the greatest amount of existing open space but has special spaces and vistas that should remain clear. The Doble Campus has open space and areas that would benefit from further plantings. The Porter Campus is the most urban setting, with the greatest degree of impervious surfaces and most potential; but, it has distinct usability factors to weigh. This planning exercise will be an important component of an updated campus plan, work on which will commence upon the completion of a new strategic plan.

Institution Specific Information Request

1. To develop a more complete picture of the institution, provide a listing of Lesley's education sites located outside of Cambridge.

An important part of Lesley's work is its collaboration and partnerships with schools and districts throughout Massachusetts. They inform our teaching and learning, and provide opportunities for growth, as well as for placements for our practicum students. Lesley has written a report responding to the Massachusetts Department of Elementary and Secondary Education (DESE) Standard 703 (b): "Collaborate with school districts to ensure positive impact in meeting the needs of the districts." The following is an overview of our partnerships and collaborations during 2013-2015. Read the full Lesley University MA School and District Partnerships Report for details: <http://www.lesley.edu/sites/default/files/2017-11/Lesley-University-MA-School-and-District-Partnership-Report-2013-15.pdf>.

Outside Cambridge

Lesley University has direct partnerships with 60 Massachusetts school districts (Acton-Boxborough, Agawam, Arlington, Assabet-Valley Regional High School, Avon, Bellingham, Billerica, Boston, Brockton, Brookline, Cambridge, Carlisle, Central Berkshire, Concord, Concord-Carlisle Regional, Dennis-Yarmouth Regional, Easthampton, East Windsor, Everett, Framingham, Frontier Regional, Haverhill, Hilltop Cooperative Charter, Lawrence, Lexington, Lowell, Ludlow, Malden, Medford,

Needham, Newburyport, Newton, Oak Bluffs, Old Rochester, Peabody, Pioneer Valley, Plymouth, Reading, Salem, Sandwich, Scituate, Somerville, South Hadley, Southwick, Springfield, Triton, Wakefield, Waltham, Watertown, Webster, Wellesley, Westford, Westhampton, Weston, West Springfield, Westwood, Weymouth, Wilmington, Winchester and Worcester). Our Early Field Experience, field-based work within courses, practica, and internship placements extend far beyond these.

Teaching Sites

Site Name	Address	City	State	Zip
Amesbury High School	5 Highland Street	Amesbury	MA	01913
Beaufort High School	84 Sea Island Pkwy	Beaufort	SC	29902
Boston Higashi School	800 North Main Street	Randolph	MA	02368
Bunker Hill Community College	205 Rutherford Avenue	Charlestown	MA	02129
Cape Cod Community College	2240 Lyannough Road	West Barnstable	MA	02668
Centennial Elementary School	255 South Cleveland Avenue	Loveland	CO	80537
David P. Meaney Education Center	10474 Mather Boulevard	Mather	CA	95655
Federal Hill Preparatory School	1040 William Street	Baltimore	MD	21230
Galvin Middle School	525 Main Street	Wakefield	MA	01880
Great Falls High School	1900 2nd Avenue South	Great Falls	MT	59405
Hazelwood Elementary	11815 SE 304th Street	Auburn	WA	98092
The Hill Center	921 Pennsylvania Avenue SE	Washington	DC	20003
Lakewood High School	9700 W. 8th Ave	Lakewood	CO	80215
League School of Greater Boston	300 Boston-Providence Tpk	Walpole	MA	02032
Mansfield High School	250 East Street	Mansfield	MA	02048
Murrieta Elementary School	24725 Adams Ave	Murrieta	CA	92562
Plymouth North High School	41 Obery Street	Plymouth	MA	02360
Randolph Community Middle School	225 High Street	Randolph	MA	02368
Roots and Branches School	1807 Harlem Avenue	Baltimore	MD	21217
Shrewsbury High School	64 Holden Street	Shrewsbury	MA	01545
South Shore Charter School	100 Longwater Circle	Norwell	MA	02061
Sweetland Center	4 Church Street	Hope	ME	04847
Tucumcari Elementary School	1100 S. 7th Street	Tucumcari	NM	88401
Twin Spruce Junior High	100 E. 7th Street	Gillette	WY	82716
Walnut Hill Seminar House	81 Chester Road	Raymond	NH	03077
William H. Taft Elementary School	3722 Anderson Street	Boise	ID	83703
Wood Hill Middle School	11 Cross Street	Andover	MA	01810
Woodville Elementary School	30 Farm Street	Wakefield	MA	01880

Partnership Sites

Somerville Public Schools

Somerville and the Graduate School of Education (GSOE) were awarded a DESE Gates partnership grant to extend our partnership work with the district as a whole. There are three main goals: respond to their specific teacher pipeline needs; prototype data sharing

to assess effectiveness of Lesley candidates and graduates; extend innovative programs already in place such as our in-service-pre-service courses and collaborative early childhood center.

Regarding innovation, during the 2015-16 school year, Lesley launched a Makerspace at Somerville's the Kennedy School, helping to open an innovation lab for elementary-school students to explore science, technology, engineering, art and math concepts through programming, robotics and more.

League School of Greater Boston

This partnership provides an opportunity to work in partnership with local districts to bring increased knowledge about autism to schools. Lesley University in partnership with League School of Greater Boston, offers, on the School's campus, a graduate autism specialization program.

Brockton Public Schools

GSOE was awarded \$2.7 million by the U.S. Department of Education to carry out the English Language Parent/Teacher Certificate Project, a five year program aimed at supporting the academic achievements of English Language Learner (ELL) students and improving family and parent participation in their academic life. The project will be located in Brockton, MA, a majority-minority school district serving a high percentage of ELL students. Each of the five years, 14 teachers will be trained through Lesley coursework and the TIPS interactive homework project, which will involve up to 30 ELL parents each year. A key partner in this venture is the Cape Verdean Association of Brockton, which is located in the heart of the immigrant community.

The Center for Mathematics Achievement (CMA)

CMA has received Massachusetts Mathematics and Science Partnerships (MMSP) with the Springfield and Easthampton Public Schools. The director is also providing coaching and District Developed Measures in Easthampton. The CMA also received a second MMSP grant to provide mathematics and science content courses in the Brockton and Weymouth Public Schools. During some of the courses in-service teachers will spend a day at the Boston Science Museum, which has also partnered with the CMA for this grant.

The Center for Special Education

In partnership with the Massachusetts Advocates for Children, the Oak Foundation, and Harvard Law School, Lesley has developed a training program that supports school personnel to become knowledgeable about childhood trauma and its effect on learning, and has given training in Arlington, Boston, Brockton, Chelsea, Harwich, Lexington, Foxboro, Nauset, Newburyport, Plymouth, Reading, Salem, Triton, Webster and Worcester. They have developed a four-course sequence designed for school-based professionals to understand how trauma manifests in schools and how schools can become trauma-sensitive environments.

Perkins School for the Blind

Partnership with Perkins to offer a Transition Specialist Endorsement program on site in Watertown, MA, for internal staff as well as others. Graduate students who participate have the opportunity to participate in field experiences at the site in partial fulfillment of program requirements.

LABBB Collaborative

Partnership with the LABBB (Lexington-Arlington-Burlington-Bedford-Belmont) Collaborative to offer the Graduate Certificate in Teaching Students with Autism on site at the LABBB offices in Bedford, MA, providing an opportunity for students to work with local districts to bring increased knowledge and awareness of autism to schools.

Community College Partnerships

Lesley University partners with Bunker Hill Community College (BHCC) to provide “2+2” degree completion options in business administration, psychology or early childhood studies. Students who hold an associate’s degree from BHCC or any other community college and meet admission criteria, are able to transfer their entire two year associate degree to Lesley and complete another two years to earn a bachelor’s degree. All courses are taught by Lesley faculty on Friday evenings and Saturday mornings on BHCC’s Charlestown campus in accelerated 8-week terms. Additionally, students in the Lesley at BHCC program may opt to take courses online or on campus to accelerate and/or supplement their coursework through the BHCC partnership. All adult learners at Lesley also receive a reduced tuition rate for their classes, thereby increasing access to students with a significant number of earned college credits.

Urban Scholars Initiative

Lesley created the Urban Scholars Initiative to empower talented and dedicated students fulfill their dream of completing a college degree. Lesley’s Urban Scholars Initiative partnered with 16 community based organizations to find eligible, college-ready students. This is not an alternative-admissions program; rather, it is a pathway to an accessible and more affordable education at a four-year private institution.

The community partners include: Artists for Humanity, Boston; Boston Red Sox Scholars Foundation, Boston; Bottom Line, Dorchester; Breakthrough Greater Boston, Cambridge; Crossroads, Boston; Graduate Support Program (Nativity Preparatory School), Jamaica Plain; Higher Education Resource Center, Boston; KIPP Through College, Lynn; La Vida Scholars, Lynn; Let’s Get Ready, Boston; RAW Artworks, Lynn; Scholar Athletes, Boston; Steps to Success, Brookline High School; Summer Search, Jamaica Plain; The Steppingstone Foundation, Boston; Trinity Education for Excellence Program, Boston.

2. Please provide an update to ongoing or proposed strategic planning activities for the university.

Please see the following section above for discussion related to strategic planning initiatives: “Planning Context,” pages 9-10.

3. Discuss planning for shuttle bus services between campuses.

Please see the following section above for discussion related to shuttle bus service: “Institutional Shuttle Information,” pages 6-8.

4. Provide an update on plans for the Brattle Street campus in light of the decision by the Episcopal Divinity School to relocate. Does Lesley envision acquiring additional property around the Brattle campus?

Please see the following section above for discussion related to EDS buildings: “Planning Context,” page 10. Lesley does not envision acquiring additional property around the Brattle campus.

5. Provide an update on plans for properties currently held by the University on or abutting Massachusetts Avenue, including parking lots across Massachusetts Avenue from University Hall. Particular attention should be paid to a description of the uses intended on the ground floor of these sites, as related to community concerns about maintaining an active retail environment. Also consider efforts to screen or beautify these lots on a short-term basis.

The University understands and agrees with the community priority of active streetscapes and street level retail along the Massachusetts Avenue corridor. 1 Wendell and University Hall reflect that commitment with active retail on the ground level. The Lunder Arts Center also reflects our commitment to this ideal. The ground level is activated by a combination of indoor and outdoor attractions, including a plaza and public access to art galleries and a library. Also, as part of the Porter Square Overlay District, the two parking lots across Massachusetts Avenue will be developed eventually as three-story-tall buildings with street-level retail. We have a regular maintenance effort to keep the lots in good condition and have some landscaping in place.

6. Provide more information on your non-degree students. Who are they? What programs do they attend and for how long? Where do they live while enrolled?

Non-degree students typically take distance and/or online education courses with some on-campus component. Some courses are provided as weekend intensive conferences for continuing credits. Many of our non-degree students are established professionals looking to augment their careers and/or learn specialized information to apply in their present jobs. Some of our non-degree students are local high schoolers enrolled in either advanced study or a specialized program, such as visual arts. On-campus time varies from a couple days to two weeks and students typically stay in hotels or commute to campus, if they happen to live nearby already. If on-campus time occurs during the summer, students may stay in our dormitories as well. Statistics provided in the town gown report are only for those students who happen to have an on-campus component to their education; online students are not included.



Campus Planning and Operations
Lesley University